Service Nova Scotia and Municipal Relations

2001-2002
ACCOUNTABILITY REPORT

December 20, 2002

104-01873/

Service Nova Scotia and Municipal Relations

2001- 2002 Accountability Report

Table of Contents

1. Accountability Statement

2. Message from the Minister

3. Introduction

4. Department Achievements - Priorities for 2001-02

5. Year End Departmental Budget Summary

6. Departmental Outcome Measures

7. Highlights from Human Resources

8. Highlights from Information Technology

9. Highlights from Financial Services

10. Highlights from Communications

11. Appendices

SNSMR - 2001/2002 Accountability Report

1. ACCOUNTABILITY STATEMENT

The accountability report of the Department of Service Nova Scotia and Municipal Relations for the year ended March 31, 2002, is prepared pursuant to the *Provincial Finance Act (2000)* and government policy and guidelines. These authorities require the reporting of outcomes against this Department's business plan information for the fiscal year 2001-02. The reporting of department outcomes necessarily includes estimates, judgments and opinions by department management.

We acknowledge that this accountability report is the responsibility of department management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in department business plans for the year.

Hon. Angus MacIsaac
Minister

Brian Stonehouse, P. Eng
Deputy Minister

2. MESSAGE FROM THE MINISTER

The 2001-2002 fiscal year was a busy one for Service Nova Scotia and Municipal Relations (SNSMR). The department dealt with several significant issues and had several accomplishments during this time.

Client satisfaction remains high, as evidenced by an independent study by the Institute of Public Administration of Canada, that showed our clients rated Service Nova Scotia and Municipal Relations' business services to be equal or better than those offered by similar federal and provincial organizations.

During the past year, we made further progress in offering Nova Scotians the services they want, when and how they want them. On-line services were expanded, most notably through the launch of the Nova Scotia Business Registry (NSBR). Through NSBR, business can reserve an operating name, obtain their business account numbers, register with federal and provincial government agencies, and obtain a variety of permits that might be needed to operate a business. This simplified the business registration process, reduced the time it takes to register a business and cut red tape.

Personal services were expanded, as we increased the number of locations offering Registry of Motor Vehicle counter service. This significantly made it easier for people in rural Nova Scotia to obtain or renew their licences locally.

The government delivered on its commitment to help municipalities facing fiscal challenges. We negotiated a new equalization formula with Nova Scotia's 55 municipalities and implemented a new foundation grant for towns and a new taxation arrangement with Nova Scotia Power Inc. that will see the vast majority of municipalities substantially better off than they had been. No municipality will receive less equalization money than they had previously.

In addition, through the Canada-Nova Scotia Infrastructure Program, the department contributed funding for 59 projects that will improve water quality, wastewater and sewage treatment, and other significant projects across the province.

Throughout the year, SNSMR staff from many divisions worked closely with municipal leaders and workers on the Civic Address Project, inclusive transportation, property assessments, grant programs and financial advice, and many other initiatives.

Legislation was passed last year that will transform our land registration system from a 250-year-old, paper and name based set of records to a modern and efficient computer and land parcel based system. Work is now progressing on a pilot site to test the technology and registration process.

In the coming years, Service Nova Scotia and Municipal Relations will continue to develop new and better ways of serving the public while fulfilling its mandate of playing a leading role in the provincial-municipal relations.

Hon Angus MacIsaac

3. INTRODUCTION

The Need for Accountability

It is important that a publicly funded organization be held accountable for the actions it states will be undertaken over a particular period of time. An accountability document informs taxpayers as to how their taxes are being spent, provides decision makers with updates as to how well the organization's programs and services are operating and where adjustments may be required and offers another tool for politicians to judge whether the organization is headed in the direction that was intended. Accountability is also a powerful incentive to program managers to show progress in their respective program areas.

This Report provides an accounting of how well Service Nova Scotia and Municipal Relations (SNSMR) did in fulfilling the strategic direction (mandate, mission and goals), as well as the specific initiatives (priorities) it identified for achievement in the 2001-02 SNSMR Business Plan. While it is not intended that these priorities encompass the full breadth of the programs and services offered by this Department on an ongoing basis, they do represent the major, new initiatives that SNSMR stated would be moved forward during the year. The Department's Mission and Strategic Goals for 2001-02 were as follows (a discussion of the Department's mandate can be found in the Planning Environment section of the 2001-02 SNSMR Business Plan) :

Mission

> To provide Nova Scotians with seamless, easy access to numerous government services in a cost-effective manner while maintaining the interests of the public and municipalities.

Strategic Goals

1. Demonstrate leadership in providing quality, cost-effective citizen centred services to Nova Scotians on behalf of Government.

2. Lead the Government's strategies for E- Government, alternative service delivery, geographic information infrastructure and collaboration with partners to optimize physical and on-line services.

3. Emerge as an employer of choice by investing in staff.

4. Foster the development of efficient, effective and financially healthy municipal governments, strong provincial-municipal relations and cooperation in service delivery for seamless access to all levels of government.

5. Ensure driver and vehicle safety, consumer protection, revenue collection, secure public records and registries, and administration of assessment services.

SNSMR - 2001/2002 Accountability Report

This Report first provides a discussion of the achievements under each priority item for 2001-02. It also presents a financial summary of the Department's 2001-02 budget allocation, its actual spending and the reasons for any variances. An Outcome Measures section presents a statistical overview of where the Department wishes to go in terms of major objectives (outcomes), the measures used to quantify each objective along with baseline (2001-02) data, and a target for each measure to be attained by 2004-05. This is followed by a discussion of the accomplishments of the Corporate Service Units (CSUs) that support the Department, supplemental information and an Appendix.

Summary of Accomplishments

By the end of the 2001-02 fiscal year, the period to which this Report pertains, SNSMR had been in operation for less than eighteen months. Despite its relatively short existence, the Department made significant strides towards fulfilling its mandate, and promoting its mission and strategic goals.

In part, the Department's mission and first strategic goal was to provide easy, quality access to many of the services offered by government. As indicated in the statistical section of this document (Outcome Measures section), SNSMR attained a very high level of client satisfaction (89%) in 2001-02 in terms of access and the quality of their experience with the Department (as determined by an external surveying firm). This may be one of SNSMR's most important indicators of how well it is performing in respect to a major responsibility within its mandate and mission.

This finding is reinforced by a separate survey, conducted by the Institute of Public Administration of Canada (Clients Speak, 2002, background data), that ranks SNSMR service at a very high level (83.0 % in terms of clients satisfied or very satisfied with business services), and higher than many other similar organizations across Canada (a national average of 78.8 % in terms of clients satisfied or very satisfied with business services).

In addition to the high grades given to the Department, the IPAC survey indicated that customers use and demand a wide range of channels to gain access to the services they require including walk-ins, telephone and the internet. The study also found that almost 60% of total respondents would prefer to use the same service channel each time they access the same service. Thus SNSMR, must attempt to improve services through each of its delivery channels.

During 2001-02, all these forms of access were improved within the Department via: electronic access to the Nova Scotia Business Registry (NSBR); on-line and telephone access through Express Kiosks installed in nine new locations across the province; and, expansion of physical access to the Vital Statistics service in Metro Halifax and Registry of Motor Vehicle services in Guysborough, Liverpool and Shelburne. In addition, the hours of operation were extended in several locations and debit and credit card use was made available for all transaction services, where feasible.

The Department's mission and first goal also identified cost-effective service delivery as an important

objective. Several highlights support the Department's objective in this regard including co-locating several SNSMR services into one site in Yarmouth, with similar initiatives in Pictou County and the Port Hawkesbury area. In addition, major steps were taken to introduce a new electronic and parcel based, land registration system. It will replace the current paper based system which is very inefficient and labour intensive. Important groundwork was completed on this new system in 2001-02, with the intent to begin implementation of the new system across the province, starting in 2002-03.

The IPAC survey reported another interesting finding. High levels (about 80%) of total business and citizen respondents would prefer "one stop" or "seamless" shopping for government services. This finding is consistent with SNSMR's mission and strategic goals numbers 2 and 4 to provide seamless service. To fulfill this component of the mission, the Alternative Program Delivery division of the Department was tasked with developing partnership opportunities with other levels of government and within the provincial government itself.

Progress has been challenging in this area as there are many complexities involved in combining service delivery across different agencies including technical system incompatibilities, different corporate cultures and labour relations issues. Despite these complications, the Department was able to facilitate nine organizations to work together to achieve economies of scale by leveraging services and infrastructure in the Cape Breton Regional Municipality (Partners in Public Service, PIPS, initiative). Much investigative work towards transferring commercial vehicle inspections to the RCMP was completed in 2001-02 and a more effective mechanism to collect HRM parking ticket fines was implemented through a partnership of two provincial departments and the municipality. In addition, SNSMR initiated partnerships with the Alcohol and Gaming Authority and the Office of the Fire Marshall within the Department of Environment and Labour to identify opportunities for the delivery of common business services.

The mission (and strategic goal number 4) also speaks to fostering the Province's interests with its 55 municipal units. On the financial side, the Department developed a new municipal equalization formula and implemented legislation providing for a fairer share of taxes to be paid to municipalities by Nova Scotia Power Inc. In addition, the quality and value of the assessment roll has been improving in each of the last three years, which means that the municipalities have a more predictable revenue base upon which to base their budget estimates.

On the service side, the Department cost shared one-third of $79.6 million for 59 projects in 2001-02 aimed at improving municipal infrastructure such as wastewater and sewage systems and water quality in many municipalities. The vast majority (98%) of the projects funded under the Canada-Nova Scotia Infrastructure Program was targeted at "green projects" designed to ensure effective wastewater management and safe drinking water.

In addition, the Civic Addressing project was expanded to all areas of Cape Breton Island during the last fiscal year. Furthermore, seven ongoing public transit systems were supported by the Department and the development of an additional five systems were in the planning stage during 2001-02.

The mission (and goal number 5) also identifies maintaining the public interest in the program areas administered by the Department. Highlights of activities in this area include provisions to protect consumers making internet purchases, initiating a Senior's safe driving program, a review of issues involved in amending funeral services legislation and a study of the motor vehicle licensing process.

It is also important to note that several accomplishments were made in addition to those items identified in the 2001-02 Business Plan. While the Department intends to pursue the high level objectives and specific priorities it sets for itself, unforeseen events must also be accommodated without allowing ongoing services to suffer. The events of September 11, 2001 imposed increased demands on the Department for security of its information holdings. These demands were in addition to those initiatives that the Department had already planned. Because of their importance, they also had to be initiated more quickly than circumstances would ordinarily allow.

Despite all its other priorities, the Department was able to accomplish several initiatives in this regard. Amendments to the Vital Statistics Act aimed at enhanced security of vital event documents was proclaimed and system enhancements were completed to streamline work processes and improve the security of documents and customer service in the Vital Statistics area. Furthermore, a comprehensive review of the Department's information technology systems was undertaken to identify areas for improvement from a security standpoint. These activities were undertaken on top of the achievements the Department was pursuing in the areas noted above.

A more detailed discussion of the 2001-02 achievements of the Department is provided below, organized by the goal and priorities that the Department stated it would undertake in its 2001-02 Business Plan.

4. DEPARTMENT ACHIEVEMENTS - PRIORITIES FOR 2001-2002

Goal 1: ***Demonstrate leadership in providing quality, cost-effective citizen-centred services to Nova Scotians on behalf of Government.***

- Implementation of the Service Nova Scotia and Municipal Relations Service Delivery Strategy.

  - Provide access to all information and services, and in-person access to a base level of information and services, in all SNS&MR locations in the Province.

    Economies of scale and savings in administrative costs for leased office space could result from the rationalization of existing facilities and location of more government operations under one roof. Such possibilities will be examined with other departments and levels of government. A benefit of success in this initiative will be to increase the range of services available to citizens.

The Department improved access on three fronts over the past year, increasing physical, telephone and electronic access. Several major services are now more accessible for the client and convenience has been improved in several parts of the province.

The Registry of Motor Vehicles expanded its service hours in Guysborough, Liverpool and Shelburne. In addition, the Department increased the range of services available in nine counties by incorporating Express Kiosks into Registries of Deeds offices in Port Hood, Pictou, Amherst, Liverpool, Shelburne, Weymouth, Lawrencetown, Guysborough, and Baddeck. This enables both online and telephone access to departmental information and transaction services. Internet access was added to the Nova Scotia Business Registry in June 2001.

An integrated finance and inventory control system for the Vital Statistics service was implemented in December 2001. This new system will allow a number of Vital Statistics services to be provided in Metro Access Nova Scotia centres in addition to the current location and sets the stage for expansion of this service into other regions of the province.

- As leases expire and opportunities arise, evaluate existing Service Nova Scotia and Municipal Relations offices in each county of the province. Increase the use of existing locations by exploring co-location options with other departments and levels of government.

The Department accomplished several relocations and co-locations during 2001-02. At its head office in downtown Halifax, the Department returned a significant portion of its leased space in Summit Place to Transportation and Public Works for use by another government department. Staff from Summit Place were relocated to offices located in the Maritime Centre. All head office staff are expected to be consolidated from Summit Place into the Maritime Centre location by the Fall of 2002.

Through a one-time contribution of $150,000 to the renovation costs for the Yarmouth Provincial Building, SNSMR consolidated its Assessment Services, Access Nova Scotia, and Registry of Motor Vehicles (RMV) offices into one location.

Other moves included co-locating the northern region Land Information Centre with the Pictou County Registry of Deeds. Separate Registry of Motor Vehicles and Consumer and Commercial Registry services in Port Hawkesbury were combined into one Access NS office. A tender was issued for a new facility in Hants County to meet the requirements of the Registry of Deeds operations as well as RMV photo licensing. Initial phases of accommodating RMV services at the Richmond County Registry of Deeds was also pursued.

- Continue work on Phase II of the Registry 2000 project to enact modern legislation and develop an e-registry for property registration, linking data from other agencies and departments which relates to real property transactions.

The *Land Registration Act (LRA)* was passed in June 2001, subject to proclamation. The LRA provides the foundation for a new Nova Scotia land titles system which will improve the certainty and security of land ownership in the province. It is anticipated that the new land titles system will be proclaimed in Colchester County by the end of 2002/03 and implemented across the province over the next several years.

In addition, software (CARIS LIN) to enable the new registry system was purchased. Customization of the software by a private vendor was begun in order to meet Nova Scotia's particular land registration requirements.

Discussions were also initiated with various stakeholders (other agencies, departments, levels of government and external clients) regarding possible linkages that may be added to the system. These consultations will continue into 2002-03.

- Expand the services available to citizens in the Department's Telephone Information Centre through the addition of other departments' services.

  In 2000-2001, Service Nova Scotia and Municipal Relations expanded its capacity to handle inquiries for all departmental programs with cost savings achieved through improved efficiency in the use of resources. Similar, if not greater benefits, can be achieved with the addition of other departments services.

While the Department remained committed to attracting other departments' services to the Telephone Information (Call) Centre, progress over the past year focussed solely on SNSMR services. During the fiscal year, the Call Centre assumed responsibility for answering certain Vital Statistics inquiries, as well as property assessment calls for commercial purposes. This improved access to clients through a single call centre, as well as enabled efficiencies by reducing calls to Assessment offices which were not directly related to valuation. Furthermore, the Vital Statistics office implemented an automated correspondence tracking system in December, 2001 that will facilitate more information inquiries being handled at the Call Centre.

- Identify ways to improve the quality of service by evaluating alternative program delivery options within Service Nova Scotia and Municipal Relations.

  Service Nova Scotia and Municipal Relations offers several services that are not essential roles of government and may be better provided by external service provider. As the leader for government in these areas, Service Nova Scotia and Municipal Relations will assess alternative service delivery options for these activities with a view to obtaining cost savings for government while retaining or improving service quality for business and individuals, as well as meeting government's regulatory and governance mandate.

The Alternative Program Delivery (APD) Division partnered with the Cooperatives Branch, Office of Economic Development (OED) to review processes and functions related to the administration of the *Cooperatives Association Act* which resulted in a plan to assume responsibility for the registration of co-operatives by SNSMR from OED. Implementation will take place in 2002-03.

APD also conducted reviews of the mobile portion of the Commercial Vehicle Compliance Program and the Assessment Services program. The recommendations flowing from each of these reviews are currently before the Government for its consideration.

- Assess the option of moving Assessment Services to an alternate program delivery mechanism.

In 2001, a study was completed by Deloitte and Touche on the present organizational structure and delivery mechanism for Assessment Services. The consultant's report recommended a change in the governance model; specifically to remove the program from a government department and put it under the control of a Board of Directors with representation by municipal governments, the province and private sector. The report, which highlighted the impact on Human Resources, Finance and Information Technology was reviewed by the 55 municipal units and generally endorsed. Although the issues and requirements of the above referenced initiative have not yet been finalized, the Department has indicated its commitment to the current employee rights and benefits under the new organization. Regulations are being drafted for Cabinet consideration and approval.

- Expand the availability of credit card and debit card acceptance at Service Nova Scotia locations.

  There is inconsistent acceptance of credit and debit cards within Service Nova Scotia programs and offices. Customers expect to be able to pay for services with whatever means they choose, and Service Nova Scotia will establish consistent acceptance of credit cards and debit cards within its programs and locations.

The acceptance of debit and credit card (VISA and MasterCard) payments was implemented in all Service Nova Scotia and Municipal Relations locations where those options weren't already in existence, for all feasible programs.

- Develop a plan for legislative and regulatory modernization to remove legislative barriers and facilitate red tape reduction.

  This initiative will facilitate the regulatory re-engineering necessary to remove these barriers in a strategic manner. Specific priority areas would include legislative barriers to electronic commerce, self- regulation and harmonization with other jurisdictions.

Significant progress has been made in developing an authentication policy to facilitate electronic service delivery by government to business. The intent is to make filing and registration requirements easier for business to meet. Nova Scotia is also participating in projects that are intended to harmonize these policies among jurisdictions. Harmonization initiatives are also underway in several areas of consumer protection regulation, including cost of credit disclosure, internet sales contracts and prohibited collection agency practices. The Department is also exploring the replacement of government regulation with industry self-management. A self-management proposal for motor vehicle dealers has been developed and public consultation is underway.

- Implement legislative and other initiative reforms as identified by the Red Tape Task Force.

  Based on initial consultation results, this work will focus on the elimination of out-of-date regulations, cost recovery, and review process improvement such as business impact testing. In addition, there is a strong desire to create one-stop, one-window access to all levels of government.

The Red Tape Reduction Task Force issued a Progress Report in October 2001 in which it recognized the significant progress the government was making, with Service Nova Scotia and Municipal Relations leading the way in improving the quality and access to services provided to the public. SNSMR, on behalf of government, has developed a single-window access system for the public and business, is developing e-government as a tool in this access system and has established a one-stop business registry. In addition, most of its offices now accept payment by debit and credit cards as a convenience to customers.

To meet the continuing mandate of the Task Force, a number of the Department's regulations have been flagged for review and possible repeal or amendment. The complexity of many of these regulations means the review process will continue forward for the next several years.

- Implement a Land Titles system to improve the security of ownership to land in Nova Scotia in keeping with other Canadian jurisdictions.

The new *Land Registration Act (LRA)* was enacted in 2001 which introduced a parcel based land titles system and greater certainty of title. Discussions were initiated with the legal community and other stakeholders to develop regulations to the *LRA*. Software to support the new system was purchased and is being modified to meet requirements.

Colchester County was chosen as the site for the first implementation of the new system using criteria and considerations identified in the Alpha Site Selection Report. It is anticipated that the *LRA* will be proclaimed in that County by the end of 2002/03 and province-wide roll-out will occur over the next several years. In addition, a new fee structure to self-fund Registry 2000 was implemented in September, 2001.

- Government Commitment # 133, *Review Gaming Regulations*: Conduct a review of the gaming

regulations by spring 2001, including consultation with charitable organizations.

Following a consultation process of lottery license discussions with Alcohol and Gaming Authority officials and several charitable organizations and a review of the regulatory regime, a number of suggestions were made to improve the fund raising ability of charitable community organizations. APD conducted the assignment during 2001-02 and will provide a report to the Government outlining a list of concerns, regulatory changes and proposed policies of the Alcohol and Gaming Authority for review during the 2002-03 fiscal year.

Goal 2: ***Lead the Government's strategies for E-Government, alternative service delivery and geographic information infrastructure and collaboration with partners to optimize physical and on-line services.***

- Implement an e-Government action plan for the Department and Government that focuses on expanded electronic service delivery and migration from paper to electronic registries.

  This effort is required to support initiatives aimed at increasing the number of Service Nova Scotia & Municipal Relations services on-line. The thrust will be to develop a comprehensive approach that emphasizes customer demand for on-line services and value added services for initial implementation. This work will also incorporate cross jurisdiction activity, "clustering" of on-line services offerings.

The Department has developed an e-service action plan which identifies specific initiatives which will be implemented to improve service to customers. The action plan has been approved by Government's Business and Technology Advisory Committee (BTAC) and is being promoted across government. It will be used to establish priorities for implementation and management of resources required to develop the service offerings. Some of these priority items, as listed below, were fully or partially implemented in 2001-02:

- partnered with Industry Canada to allow on-line registration of federally incorporated companies
- established Atlantic Provinces e-government committee to explore regional opportunities
- implemented internet access to the Nova Scotia Business Registry, providing one-stop registration to a number of provincial, federal and external agency licenses
- increased number of programs and services supported by the NSBR infrastructure
- enhanced the NSBR to offer online clearance letters from the Workers' Compensation Board (letter to confirm that employees are insured by the Board) and user feedback online
- made significant progress with Registry 2000 project to implement land titles in Nova Scotia
- conducted user acceptance testing for online issuance of Special Move Permits; project to be implemented with web access for clients in June/July 2002.
- initiated a pilot project to allow a law firm to have direct processing access to certificates of status in Registry of Joint Stocks
- began the development of an internet based tool for maintenance of the civic address database

- Increase the number of information and transactional services available on-line.

  In 2000-2001, the Department developed and implemented electronic access to select Registry of Motor Vehicles, Vital Statistics and geographic data services. Other services will be evaluated and developed this year to complement these.

The Department implemented new "shopping cart" software for online Government Publications orders, making it significantly easier to order and pay for purchases on-line. SNSMR was also able to substantially improve the search capabilities of the Department's website through implementation of the "Ask Joe Howe" search engine (to assist with finding information) . Online services for vehicle registration renewal, change of mailing address, and requesting copies of Vital Statistics certificates were also implemented.

Applications have also been developed which will enable the online payment of unpaid fines and the purchase of driver enhancement services receipts (written and road tests), as well as enhanced navigational capabilities through new website management software. Development for these three applications was completed during 2001-02, and implementation is scheduled during 2002-03.

- Internet access to the Nova Scotia Business Registry, providing one-stop registration to a number of provincial, federal and external agency licenses.

  A web interface will be added in 2001-2002 for increased functionality and value to the business community.

Internet access was added to the Nova Scotia Business Registry in June 2001, and officially launched in October 2001. The interface, available year round, allows a customer to apply and pay for the registration with a variety of provincial programs such as the Registry of Joint Stock Companies (RJSC) as well as to apply for an account with the Workers' Compensation Board. Data is also electronically transmitted to the federal Canada Customs and Revenue Agency (CCRA) to obtain a unique business number for a new business. Customers may also view and update general business and contact information or renew their RJSC registration online through provision of a renewal Personal Identification Number (PIN).

- Increase the number of programs and services supported by the NS Business Registry infrastructure.

  The Business Registry is a major component of the electronic infrastructure for government service delivery. This year, Service Nova Scotia and Municipal Relations, will be adding services from other departments to maximize the utility of the registry both in terms of greater accessibility for services by business and less costly vehicle for government.

The Department marketed the NSBR to external stakeholders. Efforts to date have raised the profile of the service. The Department remains committed to forging new partnerships in the future. The Department did improve the functionality of the NSBR web interface in December 2001 providing subscribers with the ability to generate and print an online Workers' Compensation Board clearance letter (letter to confirm that employees are insured by the Board) for any business in Nova Scotia.

- Market the Nova Scotia Business Registry for use by other jurisdictions as an integrated solution to one-stop business registration.

  Nova Scotia is the only jurisdiction to have successfully integrated licensing, registration and permitting with the Registry of Joint Stock Companies, Canada Customs and Revenue Agency, Workers' Compensation Board and other provincial business licenses in real time. This capacity has positioned Nova Scotia as the leader in this area, and provided the potential to market our solution to other jurisdictions.

The Department has put this initiative on hold to focus on marketing the Nova Scotia Business Registry within the Province of Nova Scotia. Specifically, efforts will be focussed on other provincial government departments and other levels of government within Nova Scotia in order to benefit Nova Scotia businesses.

- Develop a government-wide strategic plan for review of potential alternative program delivery initiatives.

  As the lead agency for alternative program delivery, the Department will undertake consultations with line departments in an effort to identify potential alternative program delivery projects and lead the implementation of resulting initiatives.

This initiative has been delayed until the Alternative Program Delivery (APD) Division has developed a marketing strategy. A marketing strategy is required to increase the understanding of APD across government and to retain/build the confidence of stakeholders with regard to the APD. This is planned for 2002/03.

- Provide the geographic information infrastructure that enables government to support e-government/e-commerce in delivering the many applications requiring a geographic component (property registration, permitting, integrated resource management, environmental permitting, etc.)

During 2001-02 the Department completed several key steps of this initiative:

- let contracts to firms to improve existing databases used by all departments
- completed a review of the topographic mapping program
- initiated projects with municipalities and the Assessment Division of SNSMR to improve the quality of the property records database

- concluded negotiations with the federal government to partner on the collection of road data
- initiated a project with Transportation and Public Works to combine TPW/SNSMR geographic data and provide access to it via the SNSMR data warehouse
- data collection for new civic addressing project was completed in Cumberland County; work continued in Richmond, Inverness, Victoria and Cape Breton Counties during 2001-02 but did not begin in Pictou as indicated in last year's Report as it was decided that Cape Breton Island would be completed first
- Canadian Geomatics Accord negotiated and signed with the federal government
- published a new atlas of Nova Scotia for sale to the public.

■ Determine the appropriate technology solution to enable the migration of the Registry of Deeds into an electronic land registry, in partnership with clients, other governments and the private sector.

Several steps were completed to achieve a solution to this matter:

- detailed system requirements for a new technology solution to support the land registration system and the existing Registries of Deeds were defined in the Spring of 2001
- a Request For Proposals (RFP) was issued in June 2001 to acquire an implementation partner to assist in the identification of the appropriate technical solution for the province; Eastbridge Consulting Inc. was selected and began working on the project in August, 2001
- the Registry 2000 team, together with its Implementation Partner, Eastbridge completed a detailed evaluation of five Canadian land registration systems in November, 2001, with the New Brunswick system being recommended for acquisition and implementation in Nova Scotia
- in January 2002, a letter of agreement was entered into with CARIS, for the acquisition of the New Brunswick land registration system, CARIS LIN. Work has now begun on the detailed design of modifications to the system for implementation in Nova Scotia.

■ Review the existing government strategy to build the geographic information infrastructure to ensure it meets the stakeholders needs, and develop with client departments and other users a new multi- year strategy.

The existing government strategy, which had been in place for over five years, became outdated and needed to be reviewed. A proposal was developed in consultation with other departments for a review of the GeoNova strategy to develop recommendations for the next five years. A Request For Proposals was issued in September, 2001 and work was underway soon thereafter. Documents developed or underway include the five year GeoNova Program User Evaluation Report, Program Evaluation Report and the Strategic Directions Report; these reports will form the basis for the future direction of the GeoNova program.

Goal 3: Foster the development of efficient, effective and financially healthy municipal

governments, strong provincial-municipal relations and cooperation in service delivery.

- Conclude the Municipal - Provincial Roles and Responsibilities Review.
  This is a continuing effort to rationalize provincial/municipal service delivery so that the right level of government is delivering the appropriate service in the most efficient, accountable and effective manner.

A major consultation was undertaken with municipalities during 2001-2002 to identify solutions that would provide assistance to those municipalities in greatest financial need. Ultimately, a revised municipal equalization formula, funded from increased NSPI property taxes enabled the Department to make substantial progress towards the achievement of this objective. Among other things, this initiative allowed the CBRM and small town Nova Scotia to receive an injection of funds to facilitate better services and stabilize property taxes for residents. In addition, Nova Scotia Power Incorporated will now be paying its fair share of property taxes, bringing it more in line with similar sized utilities across the country.

Discussions are ongoing with the Union of Nova Scotia Municipalities with regard to the creation of a new Provincial -Municipal Roundtable, which would serve as a venue for future dialogue with municipalities.

- Design and implement a new system of provincial - municipal financial transfers.

The Department designed and implemented a new equalization grant formula and foundation grant program for towns in 2001-02 and continued to provide unconditional operating grants to those municipalities in greatest need. This will allow struggling communities to provide more complete municipal services without increasing property taxes.

In addition, by uploading the final $6.6 million installment of social services costs (for a total of $44 million), municipalities will be better off in the upcoming fiscal year than in the previous fiscal year.

- *Government Commitment # 158, Community Identities*: Work with regional representatives of CAP sites to determine how best to design, build and manage a portal or umbrella for individual community web sites.

As a result of discussions with selected Community Access Program sites, as a first step towards developing a community portal, SNSMR is mocking up a revised version of its Municipal Services content. This will separate Government program-related material from more general municipal and community-related information. The first draft of the website is expected by the end of June, 2002.

- *Government Commitment # 160, Non-Residential Property Tax*: Release a baseline inventory and discussion paper to seek public input on the issue of permitting municipalities to tax non-resident property owners at a higher rate than residential land owners. Decisions about amending

legislation are pending results of the consultation. Update the baseline inventory to identify subsequent changes. Establish procedures to improve collection of accurate information on non-resident land ownership.

A base line inventory of the extent of non-resident land holdings in the province was released, along with a discussion paper, as part of a consultation process carried out on behalf of government by a Voluntary Planning Task Force on Nonresident Land. The Task Force released a report in December 2001 containing a number of recommendations. Among these was that no special property taxes be levied against non-residents. The Task Force determined the issue to be one of access and planning in relation to coastal areas. Baseline data will be updated on a regular basis and procedures/legislation to better track non-resident land holdings will be put into place. In addition, the recently enacted *Land Registration Act* requires residency status to be included in the Department's land parcel register.

- *Government Commitment #161, Municipal Infrastructure*: Implement a new funding program for municipal infrastructure and inclusive transportation services.

Two projects are discussed under this initiative, the Canada-Nova Scotia Infrastructure Program and the Community Transportation Assistance Program.

In 2001/02, the first round of projects were approved for funding under the Canada-Nova Scotia Infrastructure Program. Fifty-nine projects were approved by March 31, 2001, representing an investment of more than $25 million by the province. The majority of the funding (98%) is directed to green projects, designed to ensure effective wastewater management and safe drinking water. Under the $195 million, six-year program, the federal, provincial and municipal levels of government each invest one-third of the cost of a project.

It is the goal of the Province that Community Transportation Assistance Program (CTAP) funding will promote the expansion of accessible transportation services from one end of the Province to the other.

CTAP funding has directly benefitted seven (7) existing regional community-based transportation providers in the counties of Kings, Clare, Colchester, Yarmouth, Annapolis, West Hants, and Pictou and stimulated the potential development of five (5) new community-based transportation systems across the Province (Richmond, Musquodoboit, Chester, Digby and Shelburne).

The transportation service in West Hants (sponsored by Hants County CAN Disability Partnership) began service start-up in August 2001 with eight volunteer drivers providing up to 100 rides per month and continues to grow. This service will be fully implemented in 2002.

- Foster excellence in municipal government through the development of "best practices" tools, the provision of on-going advice and the implementation of a local government performance bench marking project.

The Department continues to provide best practices tools and information to municipalities on an ongoing basis. For example, in 2001-02, it released an additional implementation guide for statements of provincial interest, Risk Assessment Guidelines, interpretation bulletins for the *Municipal Government Act (MGA)* , co-sponsored workshops and seminars on Drinking Water Protection and e-government. In addition, a draft municipal indicators guidebook has been completed in partnership with the Association of Municipal Administrators and will be introduced in the summer of 2002.

- Encourage and support the creation of partnerships among all levels of government for the delivery of common services.

In 2001-02, the APD Division initiated partnerships with both the Alcohol and Gaming Authority and the Office of the Fire Marshal, both within the NS Department of Environment and Labour. Extensive reviews were conducted to identify opportunities for SNSMR to deliver common business services on their behalf. Results of these reviews will be presented for decision in 2002/03.

The APD Division partnered with several federal departments in the Bereavement/ Compassion Service Clustering Project. The objective was to identify ways to improve successor's access to government's programs and services required in the event of a death. In 2001/02 this project group developed a terms of reference, a work plan with deliverables and undertook extensive research and information gathering and prepared for consultation with the funeral industry and citizens of Nova Scotia.

APD facilitated the Partners in Public Service (PIPS) initiative. This is a partnership arrangement of nine organizations working together to identify opportunities to achieve economies of scale by leveraging on services and infrastructure in the Cape Breton Regional Municipality (CBRM). In 2001/02 several meetings of the PIPS working teams were held and the partners took advantage of expertise and services available within the group. For example, both the housing and health organizations took advantage of the CBRM bulk fuel distribution system; the Nova Scotia Community College is provided customized training for the CB Health Complex; and the CBRM assisted the Regional Housing Authority with tendering expertise. A list of potential partnerships has been identified and an Executive Committee of PIPS will recommend the ones which will provide the most benefit and should be pursued to the study or business case stage.

Other partnerships included SNSMR, the Department of Justice, and the Halifax Regional Municipality (HRM) to provide for a more effective mechanism to collect HRM parking ticket fines and to make the corporate financial management system (SAP) accessible and affordable to all municipalities. Furthermore, the Department initiated and continues to work with eight municipalities in the Strait area of the province to prepare for the arrival of natural gas related development.

- Work with municipal governments to manage shared land information data sets and provide users with a one-window access such as the civic addressing project, the deed transfer tax cooperative

project, and the integrated permitting project.

The Department has taken an approach with municipalities whereby land information that they manage will be provided to the Department in exchange for free access to the database when completed. With this approach in mind, several initiatives were undertaken or initiated in 2001-02:

- the civic addressing project advanced, including specific data sharing agreements with municipalities
- a pilot project on municipal permits in CBMR was completed; the application will be implemented in 6 additional municipalities
- negotiations with Halifax Regional Municipality on major data sharing activities proceeded
- data sharing agreements with municipalities for Property Records OnLine reviewed; increased free access from five to ten hours per month.

Goal 4: Emerge as an employer of choice by investing in staff.

- Work with the Union to find flexible and appropriate ways to meet the changing needs of front line service delivery.

The Department implemented extensive changes to its front line staffing model, incorporating a mix of full time, part time, and casual employees to ensure that customer service level objectives were met. Significant improvements in customer wait times were accomplished throughout the fiscal year as a result.

- Provide staff with the training, tools, information and other supports needed to give them the environment and confidence supportive of customer satisfaction.

Several divisions and corporate service units (CSUs) initiated training courses for staff. These included the cross training of Registry of Deeds and property mapping staff to allow for broader and more efficient service to clients; cross training continues in the licence and processing section with many staff able to perform all the back office processes. The Department also implemented a Front Line Customer Service training program which included components of classroom and on-the-job training. The program resulted in better trained employees, reduced overall training times, reduced costs, and increased customer satisfaction

In other cases, staff were supported by the Department in training courses provided by external groups. Examples include the MPA(M) program, the Leadership Development program and a number of financial and technically related upgrades and certification courses. General training courses were also provided including: stress elimination technology (SET); change strategies; pre retirement planning; first aid; etc.

In addition, a number of coaching and mentoring initiatives took place across the Department. Performance reviews were conducted for some staff. Equipment enhancements were undertaken in several divisions and CSUs to ensure staff had the most up-to-date technology and that it functioned properly.

Goal 5: ***Ensure driver and vehicle safety, consumer protection, revenue collection, security of public records and registries, and administration of assessment services.***

- Establish an outcomes based program evaluation framework.

  Establish a process for ongoing review and evaluation of all programs to ensure the outcomes achieved alone with policy objectives, and finding ways of preserving outcomes while minimizing the burden on Nova Scotians.

The Department identified almost 30 measures in the 2001-02 SNSMR Business Plan to gauge the performance of its major outcomes. These outcome measures are reported upon in following sections of this Accountability Report. They were included to provide readers with an account of the achievements realized by this Department towards its high level, longer term goals. During the year, data on each of these measures was collected. Also, in a number of cases the measures were refined or replaced with new ones where it was determined there were better indicators of the program and/or service performance and/or, where it was deemed that it was impractical to collect the data.

In addition to these outcome measures that gauge the overall progress of the Department, managers also collect a host of other performance and operational type measures for internal management purposes. These measures provide data to managers to allow them to evaluate the effectiveness, efficiency, quality and other aspects of the programs provided by the Department. These measures are not typically reported to the public, but are often referred to when a program is evaluated.

Also during the year, processes were developed to evaluate the performance of two major programs of the Department, the Residential Tenancies and the new Land Registry programs. The frameworks developed for these two programs will, over time, be reviewed and possibly applied to each of the other major programs offered by the Department.

- Complete specific program initiatives:

  - *Government Commitment #167, Eviction of Criminal Tenants:* Amend the *Residential Tenancies Act.*

The Department developed a comprehensive list of proposed amendments to the *Residential Tenancies Act* in 2001-02, the eviction of criminal tenants being one of these. The package of proposed changes has not been adopted by the Government to this point in time. Landlords continue to have access to existing eviction provisions in the Act, such as the power to evict a tenant in five days or less if they pose a safety or security risk to the landlord or other tenants.

  - *Government Commitment #203, Senior Motor Vehicle Discount:* Implement an incentive

for seniors who take safe driving training.

A program to upgrade Senior's safe driving skills was implemented in the summer of 2001 and several courses have been run throughout the province. A total of six driving schools have been certified to deliver the program and it is estimated that some 1,000 individuals have completed the program. The Department subsidizes the driving schools for most or all of the cost of the courses.

- *Government Commitment #206, Direct Sellers Licensing Act:* Implement provisions to provide enhanced consumer protection for internet transactions (amendments to the *Consumer Protection Act*, and harmonize with other Canadian jurisdictions).

Amendments to the *Consumer Protection Act* were passed in the Fall 2001 Session of the Legislature to provide protections to consumers making internet purchases (Bill # 76). This legislation was developed in cooperation with federal, the other provincial and territorial governments. The new protections are included in amendments to the *Consumer Protection Act*, and will go into effect in 2002/2003.

As a result of the amendments, consumers can expect on-line merchants to provide them with clear disclosure and a written or electronic contract. Consumers will also have cancellation rights when a merchant doesn't meet certain obligations. Before the amendments come into effect, corresponding Regulations must also be approved. All provinces in Canada are in the process of adopting protections similar to those Nova Scotia is putting in place.

- Undertake a review of Funeral Services legislation

A consultation paper outlining approximately a dozen key issues facing the funeral services sector is in the final stages of being written. It will form the basis for consultations with all industry stakeholders and the general public during 2002-03 to identify the most appropriate changes to Nova Scotia's funeral services legislation.

- Review the motor vehicle dealers licencing process.

A joint committee of industry/government was established to consider options for the development of a shared regulatory model. Work has progressed and a consultation paper has been prepared which seeks input from the industry as well as the public.

- Undertake a review of data licenses to ensure compliance and security of records.

Security of government data holdings was an issue even before the events of September 11, 2001. To ensure that clients who are able to access Departmental data records clearly understand the limitations on data use/access, the Department conducted an audit of outstanding data licenses to identify where there may be instances that conditions were not entirely clear. Recommendations were made to clarify all licence

agreements and the changes to the conditions of the licence agreement were communicated to all clients who have licence agreements to purchase data.

In addition, due to the importance of data security and information management, a new Information Management unit was established within the Department to manage departmental data holdings as a corporate asset.

- Provide appropriate back-up for records stored within the Registry of Deeds

During 2001-02 a strategy was developed to deal with this matter and a contract was awarded to a firm to undertake the work. Essentially the project was to complete the conversion of actual deed documents from paper to microfilm for disaster recovery purposes. The work is expected to be completed by the fall of 2002.

In addition, the Department continued to improve security of and access to historic paper Grantor/Grantee index books (the index of land deeds held by the Department) by awarding contracts to undertake the scanning of paper documents into an electronic format. A pilot project was completed in the Baddeck office and this pilot is currently being evaluated for possible, future expansion.

- Evaluate the electronic Personal Property Registry to determine whether adjustments are required to meet client needs prior to renewal of outsourcing contract.

Several years ago a partnership agreement was signed with Unisys ACOL to develop and manage the electronic Personal Property Registry. This agreement is coming up for renewal in 2003 and an external review of the contract was deemed necessary. This was completed in August, 2001. In addition, a financial audit and client survey were initiated with completion expected in 2002. Based on these evaluations, negotiations of a new agreement may be pursued with the current vendor and the other Atlantic Provinces.

Additional Accomplishments

A number of additional accomplishments were made by the Department during 2001-02 that were not identified in the SNSMR Business Plan. They address concerns about the security of vital event documents that have been raised since September 11, 2001 and issues around diversity of service offerings. They are:

- amendments to the Vital Statistics Act, aimed at enhancing security for vital event documents were proclaimed February 15, 2002
- system enhancements were completed in February 2002 to enable French accents and characters to be incorporated onto vital event documents
- an inventory/accounting function project was completed at Vital Statistics. The enhancements to the mainframe system have resulted in more streamlined work processes, better security of documents, and improved customer service
- a record conversion project designed to match birth and death records was completed and

further reduces the risk of identity fraud

- implementation of the domestic partners registry to facilitate recognition of common law relationships under Nova Scotia law
- recognition of Mi'kmaq Traditional Marriage Ceremonies by the Vital Statistics office.

5. SERVICE NOVA SCOTIA AND MUNICIPAL RELATIONS - 2001-02 YEAR END DEPARTMENTAL BUDGET SUMMARY

Core Businesses	Authority $(000)	Actual $(000)	Variance $(000) Actual to Authority Over/(Under)	Variance % Actual to Authority Over/(Under)
Alternative Program Delivery	(3,691.6)	(1,691.7)	1,999.9	54.2[1]
Municipal Services	53,811.0	53,375.6	(435.4)	(0.8)
Service Delivery	12,825.9	11,862.0	(963.9)	(7.5)[2]
Program Management & Corporate Services	19,487.3	18,243.6	(1,243.7)	(6.4)[3]
Registry & Information Management Services	17,804.4	16,685.2	(1,119.2)	(6.3)[4]
Total	**100, 237.0**	**98,474.7**	**(1,762.3)**	**(1.8)**

1. Mainly due to: (a) $1,049,000 less Nova Scotia Business Registry recoveries than budgeted, and (b) a $884,000 recovery from the Workers' Compensation Board for Nova Scotia Business Registry project recorded in prior year rather than in 2001-02.
2.Mainly due to: (a) salaries under spent by $453,000 due to vacancies from normal staff attrition and positions remaining vacant during the hiring process, and (b) Senior's Driving Program under spent by $455,000.
3.Mainly due to: (a) amortization expense of $405,000 less than the budget provision due to delays in capitalization projects, (b) a $215,000 increase in recoveries from charging Assessment Services for financial services, legal services, and IWAN expenses, (c) additional $86,000 in Collection Services commission fees, and (d) salaries of $532,000 under budget due to vacancies.
4. Mainly due to: (a) Registry 2000 under spent by $960,000. Some expenses, such as systems development, equipment purchases and training, were delayed because vendor contracts were signed later than expected, and (b) salaries under spent due to vacancies.

6. DEPARTMENTAL OUTCOME MEASURES

At the close of the 2001-02 fiscal year, this Department had been in existence for less than eighteen months. Over that period, it made significant progress towards organizing its resources and service delivery channels and acting on its initial mandate. SNSMR has also achieved much in terms of its operational performance, which is in part portrayed in the outcome measures the Department tracks each year. Due to the relatively short time SNSMR has been in existence, its business practices have been evolving until

the right balance between resourcing and service delivery is achieved.

This is also true in reference to the outcome measures the Department uses to gauge its performance. Measuring outcomes is an evolving science anyway, and layered on top of an organization that is constantly adapting, the result is a set of performance measures that are in a state of transition.

The outcome measures that were identified in the 2001-02 Business Plan have of necessity and through practical experience, changed significantly against those that are in the 2002-03 Business Plan, and will no doubt be further refined in future years. The presentations below provide the outcome measures identified in the 2002-03 SNSMR Business Plan that the Department intends to track during the current fiscal year and hopefully achieve by the target year of 2004-05. It has been determined that it would be more useful to present data for these new measures rather than the 2001-02 measures, some of which have been revised or discontinued. A narrative provides the reason for selecting the particular measure, how it is calculated, the most recent data available and where the Department wants to be in terms of each measure in the future. These measures may change again, but it is hoped any changes will be kept to a minimum.

Furthermore, for this year's Report an Appendix has also been prepared to reconcile the changes that have occurred in outcome measures between 2001-02 and 2002-03. Comments are provided after each 2001-02 measure to inform the reader on the current status of each measure. Measures may have been modified in some manner, dropped altogether or will continue to be tracked. In most cases, any changes that have occurred are based on the position that the Department feels a better measure of its anticipated outcomes has been identified, or it has determined with practical experience that the proposed measure could not be easily or cost-effectively measured. In a couple of cases the target was achieved and it is no longer necessary to track the measure. Moreover, some revisions were made to provide greater precision or clarity to the description of the measure - the substance remains the same.

The reader will note that the Department's indicators have changed for every measure in the 2002-03 Business Plan. Each measure has now been allocated into one of five types of indicators - inputs, outputs, efficiency, outcomes and quality - to be more consistent with common practices in this area. To avoid repetition, these changes have not been stated in the Comment section of the reconciliation table found in Appendix 1.

7. HIGHLIGHTS FROM HUMAN RESOURCES

Service Nova Scotia and Municipal Relations has unique human resource requirements that pose a refreshing challenge to traditional human resource management in government. The Department is increasing its trend in consolidated service. SNSMR also continues to offer services to citizens beyond the 8:30 to 4:30 time frame common to most government operations. This service focus means that management must ensure that staff have the tools and training they need to deliver quality service, and that staff will:

- Receive the customer service and technical training required to perform effectively;
- Receive the information and additional training as needed to take on new tasks, particularly in the one-window approach to government services; and
- Have their performance reviewed and developed in a manner that is useful to the employee, organization and ultimately, the customer.

In addition to the above, the organization must also consider the following to ensure continuity and consistency in service delivery:

- a productive relationship with the Union
- succession planning
- communication with management

	Expenditures for Salaries & Benefits ($)		Variance
	2000-2001	2001-2002	2000-01/2001-02
Departmental Total	40,491,800	39,794,600	(697,200)
	Annualized Funded Staff		Variance
	2000-2001	2001-2002	2000-01/2001-02
Departmental Total	956.4	922.2	(34.2)

SNSMR - 2001/2002 Accountability Report

2001/2002 Corporate Initiatives:

The CSU servicing SNSMR plans to focus on the following corporate initiatives:
Continued Implementation of:

- Performance Management
- Coaching for Performance
- Succession Planning
- MCP Classification Review
- Bargaining Unit Position Reclassification
- Diversity Management
- Labour Relations
- Training & Development
- Resource Management
- Recruitment & Selection

Achievements:

Performance Management: The modified version of the Performance Management form which is to be used in assessing performance for 2001 - 02 has been rolled out to all client departments.

Coaching for Performance: It was expected this initiative would begin during 2001 - 02, but that did not occur. It is now expected that a Public Service Commission (PSC) initiative will be rolled out by mid-2002.

Succession Planning: Consultations between departments and the PSC on this topic were undertaken during 2001-02. A joint PSC/HR CSU initiative will be delivered in 2002-03.

MCP Classification Review: All interviews with benchmark position incumbents have now been completed; the results are expected from the PSC in June, 2002.

Bargaining Unit Classification Review: Most departmental Job Fact Sheets (JFCs) have been developed and submitted to the PSC. Any outstanding JFS's must be submitted to the HR CSU by the end of June, 2002.

Diversity Management: "Train the Trainer" for internal "Diversity and People" program completed; corporate PSC diversity initiative commenced in April, 2002.

Labour Relations: Consultations on this issue were held on numerous occasions between the HR CSUs , PSC and the Nova Scotia Government Employees Union. Discussions were held on approaches to labour relations management in general while many other meetings occurred to deal with specific issues and concerns. The PSC is now preparing a training initiative for the HR community and line management.

Training and Development: Ongoing coordination of external facilitators and programs; design, development and delivery of courses.

Resource Management: SNSMR is meeting head on the challenge of doing more with less.

Recruitment and Selection: The HR CSU has initiated a program streamlining the recruitment and selection of casual employees, while the PSC is intending to implement a similar program directed toward civil service hiring.

8. HIGHLIGHTS FROM INFORMATION TECHNOLOGY

As the government lead in e-government, SNSMR has significant information technology requirements. Some of the existing systems are independent and so are inflexible to meet the needs of an integrated organization. New processes and improved service expectations place a demand on technology infrastructure. The major challenge in this area is for SNSMR to find innovative ways to acquire/access the systems necessary - one way is to form strategic partnerships with other agencies and business. New system development and a consistent re-investment in systems are necessary to meet customer expectations in service delivery and to meet the mandate assigned SNSMR by Government.

2001/2002 Initiatives:

Technology is a key enabler of this new department in support of its service delivery mandate and core business functions. Several key IT initiatives are underway that will extend into the 2001-2002 fiscal year:

1. Implementation of Registry of Motor Vehicles system in 5 Registry of Deeds offices
2. Development of a Carrier Profile System
3. Development of the International Registration Program System
4. Development of the Vital Statistics Accounting and Inventory System
5. Requirements Analysis for a Point of Sale System for the department
6. Upgrade the Registry of Joint Stock Companies document imaging system
7. Implementation of the Shared Infrastructure Management Information System in partnership with the Federal Government
8. Development of a Municipal Infrastructure Inventory System
9. Transition of Property registration to the standard IT Service Delivery Model
10. Participate in the Registry 2000 initiative to develop and implement an electronic land registry system

Achievements

- Implemented the Registry of Motor Vehicles system in five Registry of Deeds offices.
- The Carrier Profile System consists of eight development phases and phases 1- 4 have been implemented.
- The International Registration Program System has been developed and implemented.
- The Vital Statistics Accounting and Inventory System has been developed and implemented.
- A high level requirements analysis for a Point of Sale System was completed.
- The Registry of Joint Stock Companies document imaging system was upgraded.
- The Shared Infrastructure Management Information System for Municipal Services was implemented.
- Data requirements have been completed for the Municipal Infrastructure Inventory System and the project is on hold pending management approval to proceed.
- Substantial work has been completed on the implementation of a standard IT Service Delivery Model

for the department. A gap analysis for the Property Registration section of the RIMS Division has been documented. The IT CSU is awaiting approval from the RIMS division to proceed with the transition.

- The IT CSU staff are active members on several committees of the Registry 2000 Project.

9. HIGHLIGHTS FROM FINANCIAL SERVICES

The Financial Services Group provides ongoing financial expertise and advice to support the Department's goals and objectives. This includes providing complete, timely and accurate financial information to the senior management team and the Deputy Minister.

A current challenge and priority need of senior management is for Financial Services to make data readily accessible that accurately describes program costs/expenditures and staffing complements. This information, made available and user friendly, would considerably enhance senior management's decision making ability about programs and services.

Achievements:

During the 2001-02 fiscal year, the Financial Services Group continued to provide detailed financial information to the senior management team and the Deputy Minister. This included a detailed monthly forecasting process involving departmental staff and included a senior management summary report which was discussed with the Deputy Minister. Staff attended a refresher course on the Salary Analysis System (SAS) and are utilizing SAS for all forecasting and analysis of departmental FTEs. During 2001-02 a staff member of the CSU was a member of the "Corporate FTE Committee", chaired by TPB, to develop new guidelines related to consistent recording of secondment FTEs across government. These guidelines are expected to be released early in fiscal 2002-03 and will facilitate better FTE recording.

Accurate recording of program costs continues to be a priority for the CSU. In May 2001, the Senior Financial Executive Forum (SFEF) prepared a discussion paper on Costing Government Services which has lead to the establishment of a government wide "Program Inventory and Costing Initiative"committee lead by TPB. The Director Financial Services has participated in several focus group sessions related to this initiative and it continues to be an on-going SFEF agenda item for discussion.

10. HIGHLIGHTS FROM COMMUNICATIONS

Service Nova Scotia and Municipal Relations reflects the government's commitment to improve the quality of delivery of important programs and services to Nova Scotians. SNSMR's communications strategy underscores government's policy of open, clear information and accountability to Nova Scotians. The strategy supports the Department's major policy and operational activities, emphasizing, in particular, the following messages:

Department messages:

- **We're serving you better.** Quality service to people, business and municipalities is our business.

- **We've got the right balance of "clicks" and mortar.** Service Nova Scotia is providing more accessible services to more Nova Scotians—over-the-counter and on-line. We are strategically investing in technology to provide cost-efficient services to Nova Scotians and to lead the Province's e-government strategy;

- **We're finding new ways of doing things better**. We're committed to continuous improvement and innovative partnerships. We're the provincial leader in e-commerce. And we've set up a special division to concentrate on alternative program delivery.

- **You'll see the difference. Fast.** We're already in the process of providing more on-line services. Electronic services like renewing a vehicle registration, changing address information for Motor Vehicles, requesting a birth certificate and getting geographic information will soon be available to Nova Scotians. On-line, anytime and anywhere from a computer with an Internet connection. And we're meeting government's commitment to provide service in every county. Within six months, telephone and Internet access, forms and information services, drivers licensing and testing will soon be available to Nova Scotians in all 18 counties.

Specific messages:

- SNSMR is reducing the red tape for business, a move that will save taxpayers money, improve government services to Nova Scotians and bring us closer to building a positive climate for job creation and economic growth in Nova Scotia;

- We are working with municipalities and giving them better tools to do their jobs. We are the window into the provincial government and, in turn, we represent provincial interests to municipalities;

- SNSMR works to ensure safety on the Province's roads by emphasizing driver competence and the mechanical fitness of vehicles. It also strives for fairness in the marketplace by balancing consumer and business interests;

- We are producing better land information and improving access to the information so that we can all make more informed policy decisions.

- SNSMR values stakeholder input and actively seeks input from industry groups, safety associations, consumer groups and voluntary organizations to ensure the effectiveness of

government programs and legislation.

In general, the audiences to which these messages are directed include consumers, businesses, municipalities, consumer and business organizations, motor vehicle owners and drivers, land surveyors, barristers, other government departments and other levels of government.

Achievements:

The SNSMR communications team has supported the department's initiatives and programs throughout the year. These include assisting with significant policy issues such as municipal equalization, providing legislation support and helping service initiatives such as the roll outs of the Nova Scotia Business Registry and the annual assessment notices. Communications has led several awareness campaigns, such as the scooter safety campaign targeted at school students and campaigns related to driver safety. Communications staff have also been active in planning and participating in announcements and events emanating from the Canada/Nova Scotia Infrastructure Program.

11. Appendices

Appendix 1

Customer Satisfaction

Service Delivery is a core business area of Service Nova Scotia and Municipal Relations. One of the Department's strategic goals is to provide streamlined access to quality, client-centred, government services that are second to none. In order to meet the Department's service level objectives, it is very important to measure customer satisfaction. Maintaining a pulse on customers' expectations and experiences with the delivery of government services provides the Department with valuable information as to where best to focus attention to continually improve the delivery of services.

What do the measures tell us?

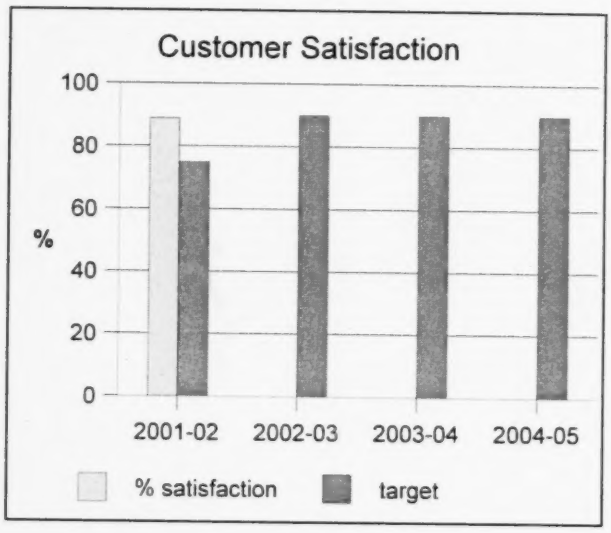
Two measures of customer satisfaction have been selected from a customer satisfaction survey conducted in 2001. The survey was conducted by an external organization throughout the year, by visiting various service centres and interviewing customers upon completion of their business. One of the measures selected was timeliness of services. To reflect the importance of this measure across different service channels, the measure has been divided into two service level objectives, one for in-person service and the other for telephone services. The measure for timeliness of service for the Department's in-person centres has been selected to be the percent of customers who reach the service counter within ten minutes of entering. The measure for timeliness in the Department's Call Centre is the percent of phone calls answered within 20 seconds. The other measure selected from the survey was general/overall customer satisfaction with the Department's services.

Where are we now?

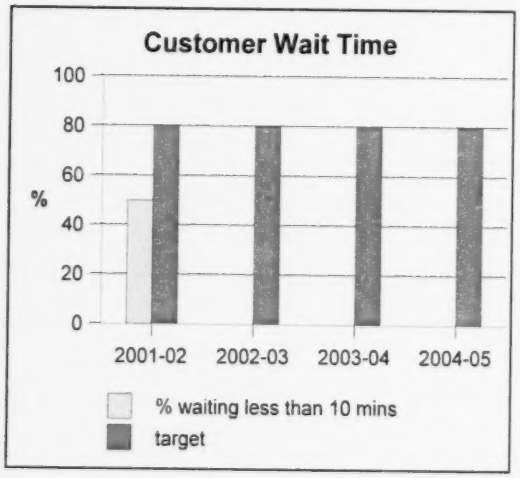
It was the Department's objective to achieve a 75% incidence of overall customer satisfaction in 2001-02; the Department was able to achieve a level of overall customer satisfaction of 89%. The Department was also able to achieve its target of answering 80% of phone calls, in the Call Centre, within 20 seconds. Due to resource restraints, the Department did not achieve its objective of having 80% of its customers receive in-person service within 10 minutes; the Department was able to serve approximately 50% of customers within 10 minutes.

Where do we want to go/be in the future?

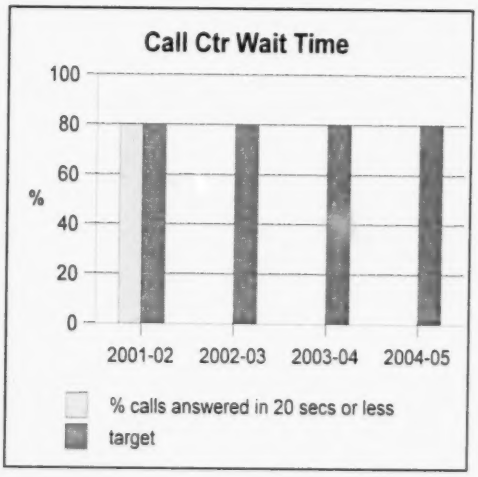
Due to the success in exceeding the Department's objectives for overall customer satisfaction in 2001-02, the Department has raised the target from 75% to 90% for each year through to 2004-05. The Department wishes to maintain its service level targets for both in-person and telephone service channels.



Source: SNSMR Customer Satisfaction Report, The RDI Group, 2001.



Source: Frisco Bay numbering systems, 2001-02.



Source: Perimeter Call Management system, 2001-02.

Electronic Services

One of the strategic goals of the Department is to "lead Government's corporate strategy for e-government services, as well as alternative program delivery." It is part of the Department's vision for 2004-05 to have "an online presence that is proven and comparable to peer agencies anywhere." One of the major focuses of the Department is in the development and implementation of convenient, easy to use electronic information and transaction services. The Department's approach has been to begin with the identification of high volume, lower complexity transaction requests and to develop electronic service delivery channels for them.

What does the measure tell us?

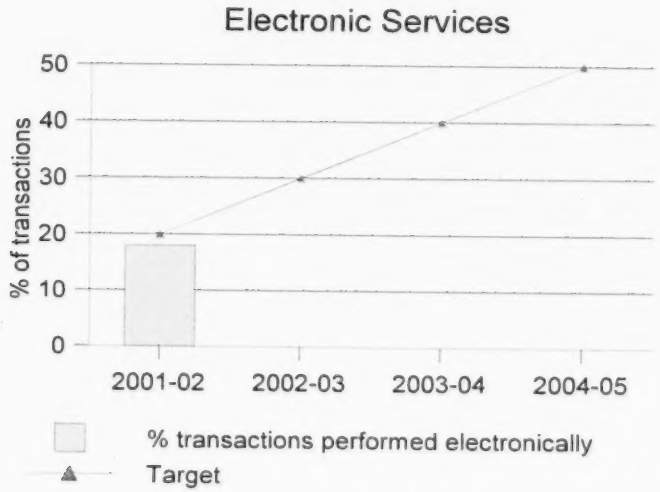
The measure indicates the approximate percentage of service transactions performed electronically (Internet and Interactive Voice Response). Registry of Motor Vehicles registration renewals (a high transaction volume area) are being used as the initial transaction measurement group. As e-service capability matures, additional transaction types will be added to the measurement.

Where are we now?

Upon the close of the 2001-02 fiscal year, approximately 18% of service transactions were performed electronically.

Where do we want to go/be in the future?

The Department's objective is to have 50% of transactions performed electronically, that lend themselves to an electronic delivery format, by the close of the 2004-05 fiscal year. Customer service applications will be developed and implemented based on their value to clients and potential for utilization.



Source: Internal SNSMR Information

Access to Services

Service Delivery is a core business area of Service Nova Scotia and Municipal Relations. One of the Department's strategic goals is to provide streamlined access to quality, client-centred, government services that are second to none. Part of the Department's vision for 2004-05 is to be able to provide access to all departmental services in one of our accessible centres. In order to attain the vision, the Department, along with other departments, must transition the delivery of its services to the front-line service locations.

What do the measures tell us?

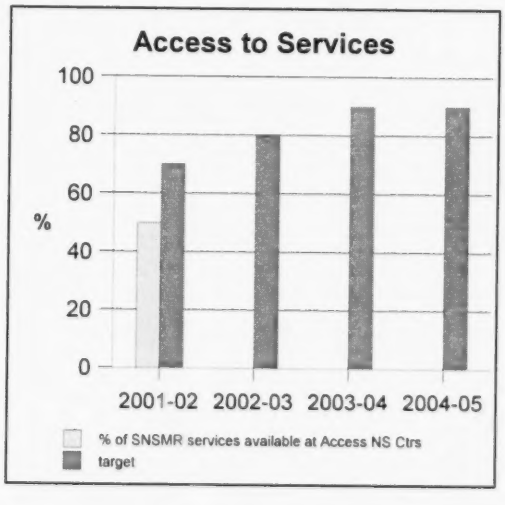
The measure indicates the percentage of total departmental services available in one of the Department's Access Nova Scotia centres.

Where are we now?

By the close of the 2001-02 fiscal year, the Department had been able to transition approximately 50% of the Department's services to the Access Nova Scotia centres.

Where do we want to go/be in the future?

It is the objective of the Department to complete the transition of 90% of the total number of Departmental services to the Access Nova Scotia centres, by the close of the 2004-05 fiscal year.



Source: Internal SNSMR information

Debt Collection Assigned to SNSMR

The collections unit traditionally provided debt collection services for the Provincial Tax Commission. Since the windup of the former Health Services Tax, the unit has developed and administered collection programs for nine other departments. The collection unit has the ability to act as the collection agent for departments that do not possess the expertise or resources to collect outstanding debts. This measure supports the Department goal of advancing the public interest by improving the programs it administer and the outcome of optimizing revenues to the Department and the Province.

What do the measures tell us?

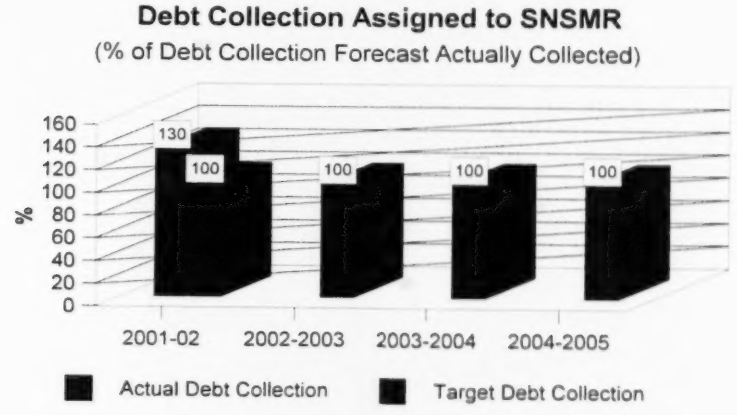
At the beginning of each fiscal year the collections unit forecasts how much of the outstanding accounts receivable (debt) it will collect based upon all the outstanding debt that has been assigned to the Department. This measure demonstrates the amount actually collected at the end of the fiscal year versus the forecast.

Where are we now?

In 2001/02 the unit collected $6.6 million on outstanding debts of $28.6 million as at March 31, 2001 versus a forecast of $5.075 million. Thus the collections unit exceeded the forecast by just over $1.5 million or 30%.

Where do we want to go/be in the future?

In 2002/03 the department is estimating it will collect $6.2 million on outstanding debts of $33.5 million as at March 31, 2002. The target is to collect at least 100% of the forecast each year of the forecast period. In 2002/03 the forecast has been reduced from actual amount collected in the previous year due to a drop in the accounts receivable assigned from the Department of Finance. These receivables traditionally have the highest recovery rate at 50%. In most of the other programs the collection recovery rate is less than 20%. Through to 2004/05, the unit plans to attract new departments/ programs to utilize their collection services. Efforts to streamline the legal procedures around debt collection will further enhance the effectiveness of our collection activities.



Source: Internal SNSMR information

Improved Driver Behaviour

One of the Departments strategic goals is to advance the public interest by improving the driver and vehicle safety programs that the Department administers. Road and vehicle safety relating to driver behaviour is a key program responsibility with the desired outcome a reduction in the number of deaths and injuries occurring on the highways.

What does the measure tell us ?

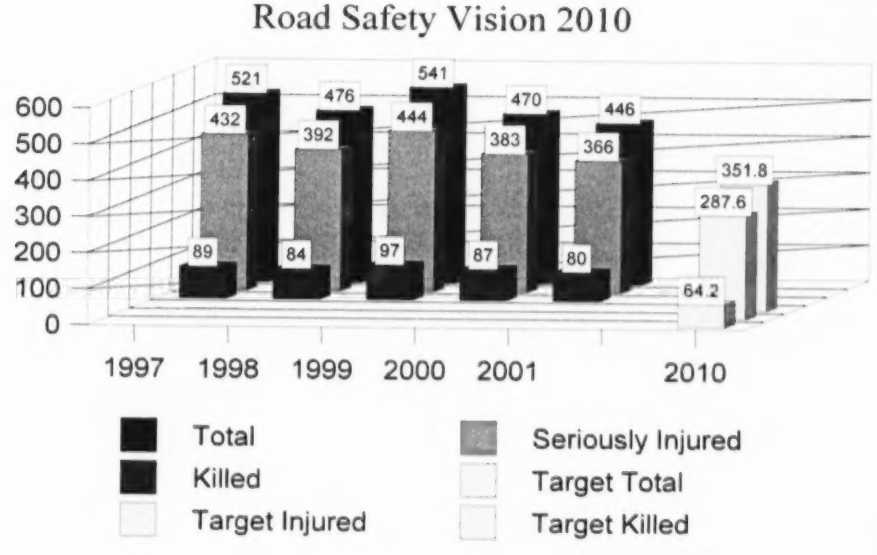
The measure will compare the number of fatalities and injuries for the period 1996-2001 with the period 2008-2010. A positive reduction in this number will mean less suffering for all Nova Scotians and significant reductions in health care costs and collision settlements.

Where are we now ?

The average number of fatalities/injuries per year has been falling for each of the last two years in Nova Scotia and totaled 446 in 2001. The average number of fatalities/injuries over the 1996-2001 period was 502.5, with 91.7 killed and 410.8 injured.

Where do we want to go/be in the future ?

The Department's target for this measure is to decrease the annual average number of fatalities/injuries by 30 % for the period 2008-2010 compared to the annual average for the 1996-2001 period. This target was developed on a national basis by all jurisdictions involved in road safety issues. Steps to be taken to achieve the target include activities to reduce impaired driving and driver inattention.



Source: Internal SNSMR information

Licencing Requirements Completed Through the Nova Scotia Business Registry

The Nova Scotia Business Registry (NSBR) is focused on providing one stop access to government services for Nova Scotia businesses, and supports SNSMR's goal of providing streamlined access to quality, client centered government services that are second to none. It supports the departmental outcome of improved electronic access to Departmental services.

What does the measure tell us?

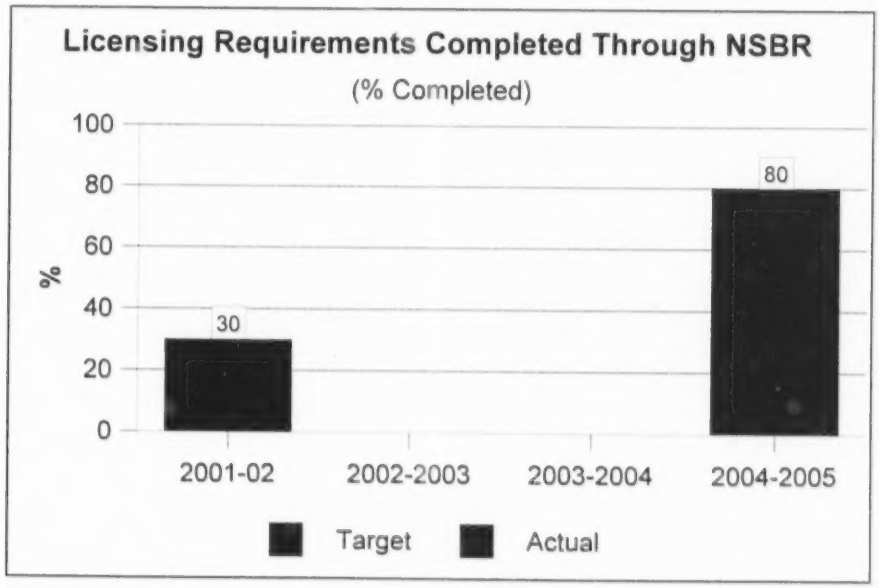
This measure tells us how effectively the Department provides one stop access to provincial business licensing requirements. It is calculated by the number of businesses who can complete 100% of their business licencing requirements through the NSBR (based on business/industry type) divided by the number of businesses in the province (as registered with the Registry of Joint Stock Companies).

Where are we now?

At the end of March 2002, approximately 30% of Nova Scotia businesses could meet 100% of their business licensing requirements through the NSBR. These were industries that required only Registry of Joint Stock Companies and/or Workers Compensation Board registration and/or Financial Institutions licensing in order to meet provincial licensing requirements.

Where do we want to be in the future?

The Department has prepared an "Expanded Licences, Permits, Registrations and Certificates (LPRC) Delivery Strategy" which will result in 80% of Nova Scotia businesses able to have their provincial licensing needs met by the NSBR by March 31, 2005.



Source: Internal SNSMR information

New Land Titles System

The Registry 2000 project is implementing changes to improve service delivery and public protection associated with real property. Plans call for the new land titles system to be implemented in Colchester County in late 2002, followed by a gradual rollout across the province.

What do the measures tell us?

The first measure will demonstrate the number of land titles parcels in the new system divided by the total number of land parcels that exist in the province, expressed as a percentage. The second measure will depict the number of counties where the *Land Registration Act* has been proclaimed.

Where are we now?

The department will not begin county by county implementation of Land Titles until late 2002. Consequently, no land titles parcels were converted to the new system during the 2001-2002 base year. In addition, the *Act* has not been proclaimed in any counties to date.

Where do we want to go in the future?

The target of an 11% conversion rate by March 31, 2005 is based upon monthly property transaction statistics from 1999, and applying those numbers to the rollout schedule. The ultimate goal is 100% conversion because the province does not plan to maintain two systems indefinitely. A working group has been established to develop migration acceleration strategies. Land titles will be implemented in all 18 counties by the spring of 2004.

A Quality Alternative Program Delivery Service

The role of the Alternative Program Delivery (APD) Division is to develop and maintain partnerships on behalf of SNSMR to support the achievement of all Departmental goals. Along with identifying potential opportunities, APD leads internal and external partners through program reviews, business case development and change initiatives. APD provides experience, expertise and facilitation skills to support the improvement of streamlined access to services, alternative program delivery and partnerships with municipal governments.

What does the measure tell us?

A partner/client survey has been developed to measure how well APD has met partners' and clients' expectations in six key areas. These areas have been identified as important indicators of service quality. They are:

- was the process thorough?
- was the advice provided clear, concise and comprehensive?
- was the communication tactful and sensitive?
- were activities completed in a reasonable time frame?
- was change managed smoothly (where applicable)?
- overall satisfaction with service/deliverables

Where are we now?

APD has only been in the business of developing partnerships for about 18 months and will require a broader client base to determine representative base year figures. However, 5 surveys representing 3 separate initiatives have been completed to date. They indicate that overall clients are satisfied with the service being provided. APD will continue to solicit survey responses to obtain more data to establish base year figures and to identify where continuous improvement efforts are necessary.

Where do we want to go/be in the future?

APD's goal is to maintain 85% of clients satisfied or very satisfied with the six key indicators of service quality identified above.

Source: Results based on 5 survey responses. No information to date for change management.
*Advice based on 3 responses only.

Ratio of Assessment Values to Property Sales

The Assessment Service is mandated under the *Nova Scotia Assessment Act* to provide property assessment that is reflective of market value. Market value property assessment is filed with each municipality annually, in the form of an assessment roll. The roll forms the major basis for revenue generation by the municipality. The Division measures the reliability of the assessment roll by establishing a ratio of assessment to sales. The ratio, of 95-105% is an international standard used by most assessing jurisdictions across North America. Reliable revenue generation supports the Department's goal to foster the development of efficient, effective and financially healthy municipal govemments.

What does the measure tell us?

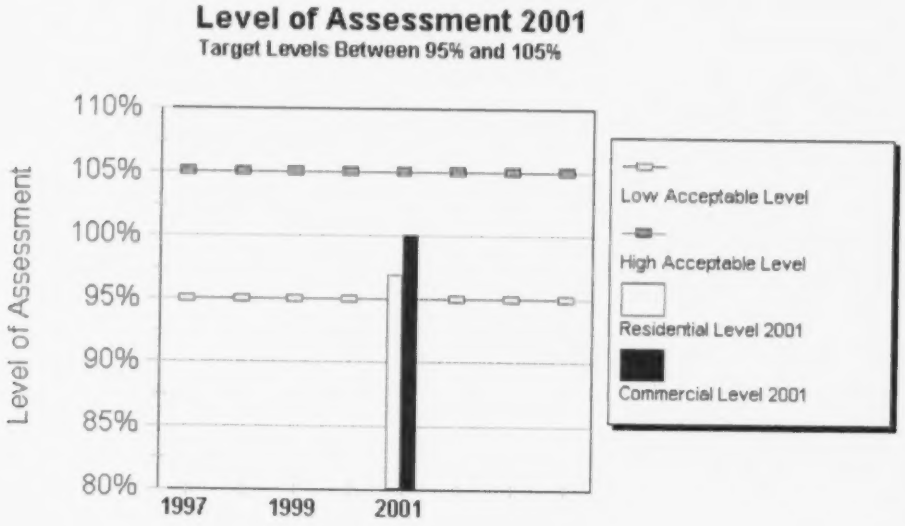
The 95 to 105% ratio of assessment to sales indicates that the total assessment base is reflective of market value and that the Division has met it's legislative standard.

Where are we now?

For the 2001 assessment year the assessment to sales ratio for residential and commercial files were 97% and 100% respectively.

Where do we want to go/be in the future?

An outcome closer to 100% market value is desirable, however, ratios between 95-105% are acceptable.



Source: Internal SNSMR information

Number of Appeals/Percent Clients Satisfied With Service

Under the *Nova Scotia Assessment Act* there is a provision for the appeal of a property assessment. The appeal allows for an objective review of the assessment value. With a reduction in the volume of appeals and the percent of clients satisfied with service indicates that property owners recognize the value is representative of market; and are confident in the product and service provided. The preliminary assessment roll as well as on-line access to neighbouring property values has contributed greatly to the education and awareness of the property owner of the market-based assessment process. Increased confidence levels in assessment products and services supports the Department's goal to foster the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

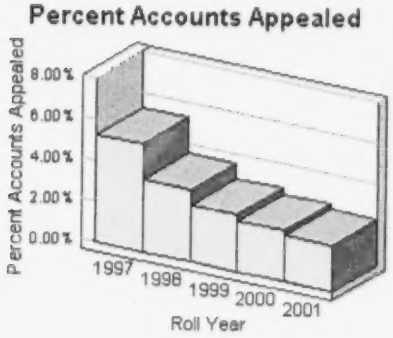
Appeals are an indication that property owners are challenging the validity of the property assessment. A reduction in appeals and high levels of client satisfaction indicate that property owners recognize that the assessment reflects market value, and are satisfied with the service.

Where are we now?

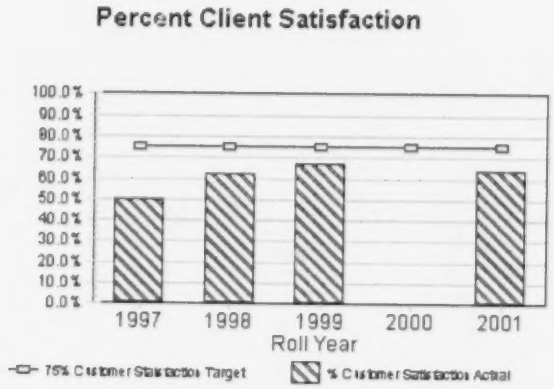
For the year end 2001, 2.2% of the total number of assessment accounts were appealed. This number has been declining since 1997. For 2001, 64% of clients surveyed are satisfied with service. For the 2000 assessment roll, the Division did not conduct a survey.

Where do we want to go/be in the future?

It is the Division's objective to continue with the decrease in appeals and to reach and maintain a 75% satisfaction level in service.



Source: Internal SNSMR information



Source: Survey conducted by McArthur, Thompson and Law

Percentage of Assessment Value Lost Through Appeals

Under the *Nova Scotia Assessment Act* there is the provision for an objective review by way of the appeal process. A high quality assessment roll is critical to ensure stable revenue projections for municipal units across Nova Scotia. The quality/stability of the assessment roll is measured by the assessment value lost to appeal. This appeal loss is measured against the total assessed value. The target for loss is less than 2% of the total assessment base. A quality assessment roll supports the Department's goal to foster the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

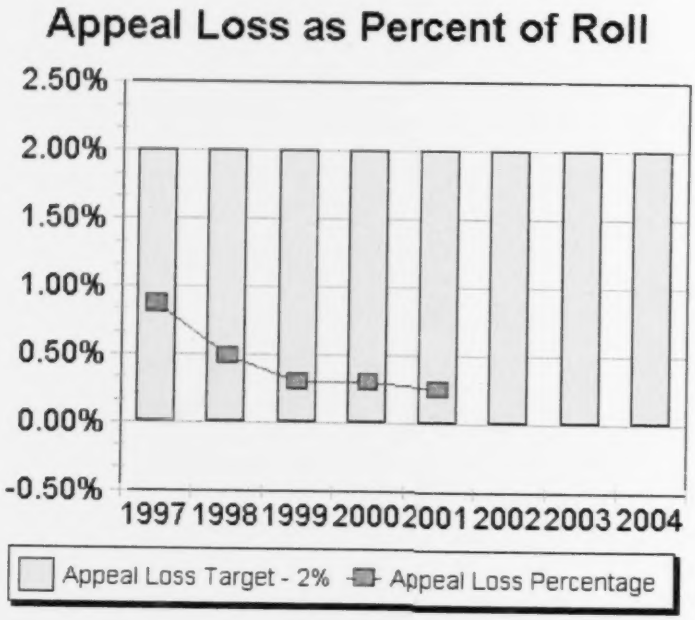
A low percentage loss in dollar value under appeal means the impact to the revenue generation base for each municipality is minimal.

Where are we now?

For the 2001 assessment year the total assessment base was reduced by 0.25% due to appeals.

Where do we want to go/be in the future?

The objective is to maintain the total loss below 2% of the file. Continuation of the preliminary assessment roll, provincial inspection programs, development of an IT strategy will help to achieve this target.



Source: Internal SNSMR information

Percentage Change to the Annual Assessment Base

Annually, assessment rolls are filed with each municipal unit; the roll forms the basis of revenue generation for the municipalities. The amount by which the assessment roll changes on an annual basis (either increasing or decreasing) is a reflection of the local market and economic conditions. It is critical that annual assessment rolls accurately represent these conditions so that taxation changes in a uniform manner. Reliable revenue generation supports the Departmental goal of fostering the development of efficient , effective and financially healthy municipal governments.

What does the measure tell us?

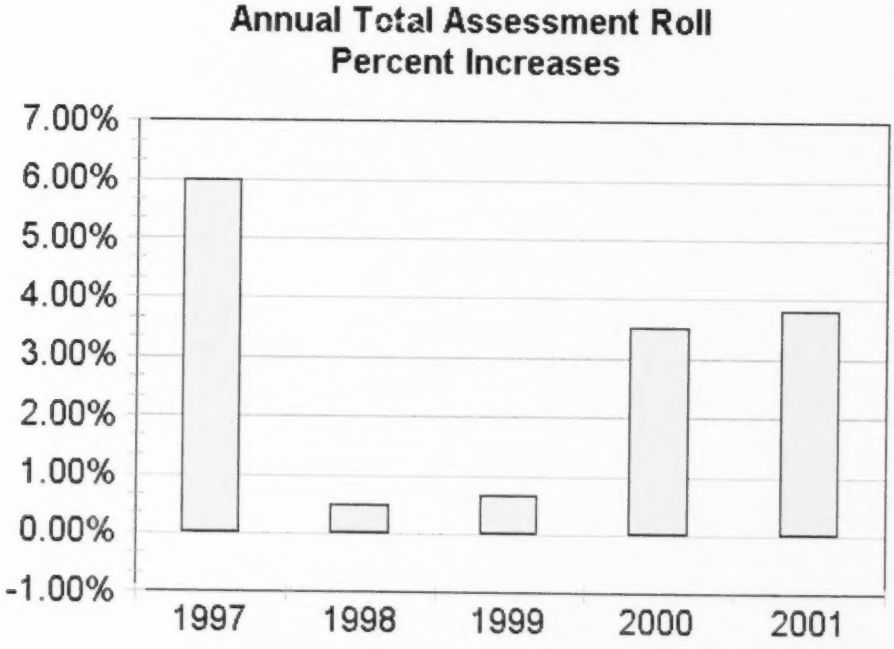
The percentage change to the assessment base reflects local market and economic conditions. It ensures that the assessment base is accurate and defensible and that there is reliability in the revenue capacity of the municipality.

Where are we now?

The total assessment roll value increased by 3.8% in the 2001 assessment year. Two major facets of the roll, residential and commercial, increased by 3.4 and 1.2% respectively.

Where do we want to go/be in the future?

By conducting comprehensive market analysis, understanding local economic trends, conducting inspection programs, the Division will ensure the percentage change to the file is defensible and accurate.



Source: Internal SNSMR information

Municipal Indicators Rating

It is the goal of the Department to foster the development of efficient, effective and financially healthy municipalities. The Department plays an ongoing role in supporting municipalities. This measure will provide an indication of the overall health of municipalities over a number of years.

What does the measure tell us?

The measure will provide a composite picture of relative municipal viability. Data will be compiled for a number of indicators including financial (ie. debt), community (ie. population trends), governance (ie. business planning process), and perfomance (ie. number of water main breaks). Over time enough data will be collected that will enable the establishment of benchmarks. The annual results will then be compared against these benchmarks so as to establish relative ratings among municipalities. These indicators will be useful to Service Nova Scotia and Municipal Relations in reviewing policy options, and they will also act as an invaluable tool at the municipal level, assisting in the decision making process of municipal councils.

Where are we now?

This measure is under development with most of the data for 2001-2002 collected. The data will be drawn from municipal financial statements, Municipal General forms and Statistics Canada.

Where do we want to go/be in the future?

Ultimately the Department would like to see all of Nova Scotia's municipalities with a 100% satisfactory rating.

Processing time required for requests to amend legislation.

One of the Department's goals is foster the development of efficient, effective and financially healthy municipal governments. Municipalities need up to date legislation to be able to operate in a efficient and effective manner.

What does the measure tell us?

The measure will tell us how responsive the Department is to the changing needs of its clients. Quite often, new issues arise, or times change that may require an amendment to the *Municipal Government Act* or other relevant provincial legislation. Not all requests can be met to the complete satisfaction of the client, but a turn a round time of six months to process the request within the Department, regardless of outcome, indicates a responsive government that is willing to listen to its stakeholders.

Where are we now?

The Department is currently at 100% of internally processing requests within the stated six month period.

Where do we want to be in the future?

It is the intent of the Department to maintain the processing time at six months or less.

Canada/Nova Scotia Infrastructure Program Implementation

"Supporting sustainable municipal development" is a desired outcome stated in the 2002-2003 Business Plan for Service Nova Scotia and Municipal Relations and supports the Department's goal to foster efficient, effective and financially healthy municipal government.

What does the measure tell us?

The Canada/Nova Scotia Infrastructure Program (CNSIP) is a tri-party agreement that represents a total of $196 million in federal, provincial and municipal investments in infrastructure over a six year period from 2000 to 2006. Municipal infrastructure is a crucial component in maintaining and growing healthy and viable communities across the province. The level of funding (percentage of total program) committed under the Infrastructure Program provides a measure of municipal infrastructure improvements that will be undertaken over the next year.

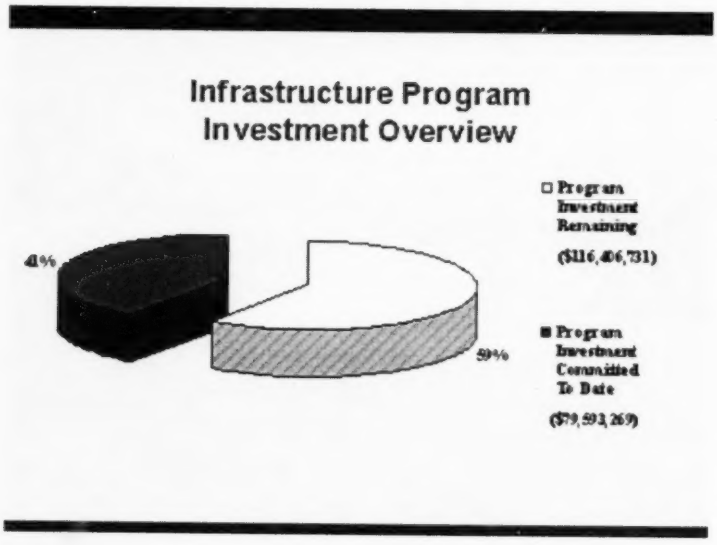
Where are we now?

As of March 31, 2002 there were 59 projects approved under the program, with a total value in excess of $79.59 million (41% of total program value).

Where do we want to go/be in the future?

The Department's target is to have 75% of the total program funding committed by March 31, 2004.

CNSIP Investments as of March 31, 2002



Source: Canada Nova Scotia Infrastructure Secretariat

e-Government

A goal of the Department is to foster the development of effective, efficient and financially healthy municipalities. E-government offers a tangible way of developing this type of municipality.

What does this measure tell us?

This measure tells us the number of municipalities that have entered the "e" (electronic information exchange) world and are providing citizens with a variety of ways of accessing the various avenues of electronic information exchange. This provides a measure of both effectiveness and efficiency in terms of service delivery.

Where are we now?

The Department is having a paper prepared that will provide municipalities with the tools for a self assessment of their needs and a strategy for advancing e-Government in their jurisdiction. Five municipalities have come forward to work with the Province in coordinating and developing partnerships in e-Government.

Where do we want to be in the future?

The goal is to have 100% of the municipalities capable of providing basic e-Government services by 2004/05.

Municipal Water Supply Watershed Plans

Supporting sustainable municipal development by assisting with the protection of municipal drinking water supplies supports the Department's goal of fostering effective, efficient and financially healthy municipal government.

What does this measure tell us?

This is a measure of the number of municipal drinking water supply sources, be it a lake, river, or well (groundwater), which have municipal planning documents (municipal planning strategy and land use by-law) in place for the area surrounding the drinking water source. An increase in the number of planning documents in effect in the province for water supply watersheds offers additional protection for drinking water.

Where are we now?

The number of planning documents in place in municipal drinking water supply watersheds has been steadily increased in the recent decades. Currently there are approximately 25 planning documents in place that address the protection of water supply watershed areas.

Where do we want to go/be in the future?

By 2004/2005, the Department's target is for an additional ten municipal drinking water supply watersheds to be supported by a municipal planning strategy and land use by-law.

Regions With Inclusive Transportation Services

"Supporting sustainable municipal development" is a desired outcome stated in the 2002-2003 Business Plan for Service Nova Scotia and Municipal Relations and supports the Department's goal of an efficient, effective and financially healthy municipal government.

What does the measure tell us?

The Community Transportation Assistance Program (CTAP) was developed to assist municipalities and community groups to provide inclusive transportation services in low density population (rural) areas. This form of transportation is a key component of building sustainable communities.

The number of counties served by inclusive transportation provides an indication of the geographical coverage and gives the program direction to focus on areas where gaps exist.

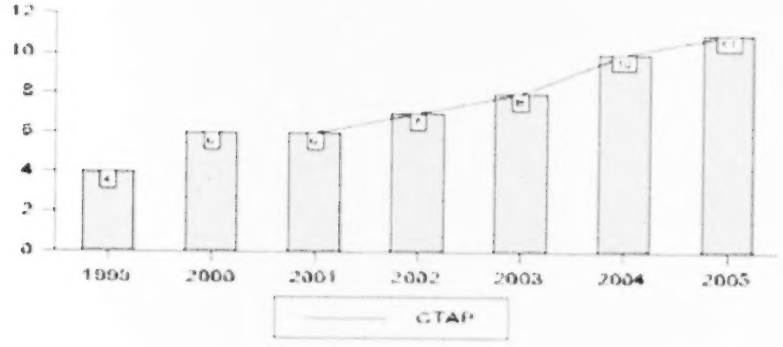
Where are we now?

Since the inception of the CTAP (May 2001) five studies have been undertaken regarding inclusive transportation and one new service has been started under the program. In addition the program is supporting a number of other services (6) that were in place before the program commenced.

Where do we want to go/be in the future?

The goal is to increase the number of counties that have used the CTAP to provide inclusive transportation services by 5.

Number of Counties with Inclusive Transportation



Source: Internal SNSMR information

Employer of Choice

While it is not considered a core business, it is a very important objective of the Department to provide a high quality work environment so that employees can experience a fulfilling employment career with the Department. This objective, if accomplished, will support to a great degree many of the other goals of the Department, in particular, providing government services to our clients that are second to none. SNSMR firmly believes that a satisfied employee will provide high quality service to its clients. Given the importance of its human resources to the success of the Department, several measures of employee satisfaction have been selected.

What do the measures tell us?

Six measures of employee satisfaction have been selected from an employee survey conducted in 2001. They are:

- % of employees somewhat or very satisfied with their job at SNSMR
- % who somewhat agree or strongly agree with enjoying working for SNSMR
- % of employees somewhat or very satisfied with communications within SNSMR
- % who somewhat agree or strongly agree with being involved in decisions about their work/job
- % somewhat or very informed about the training and development options available to them
- % somewhat or very informed about what is expected of them in their job

This survey will be conducted on a periodic basis across the Department. Two of the measures speak to general levels of satisfaction of employees with their job and working at SNSMR while the other four relate to indicators considered to be very important to quality jobs and work environments[1]. It is felt that this array of measures provides a good indication of the quality of the work environment in the Department.

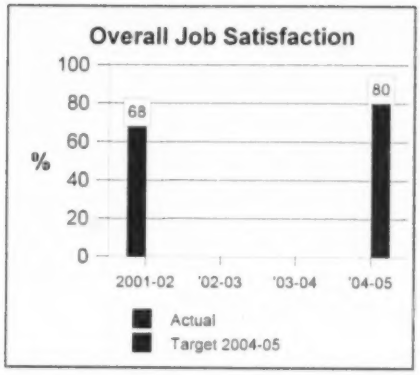
Where are we now?

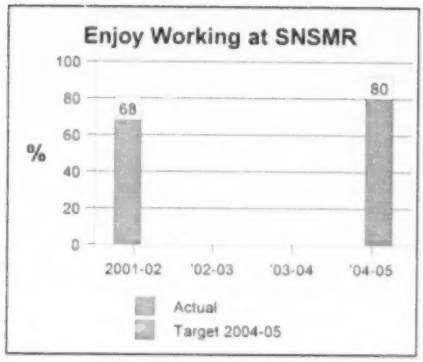
For five of the six measures, about half or more of staff are somewhat or very satisfied with their job or the various indicators of a high quality work environment. Only in the area of communications is a large majority of employees not satisfied with the performance of the Department.

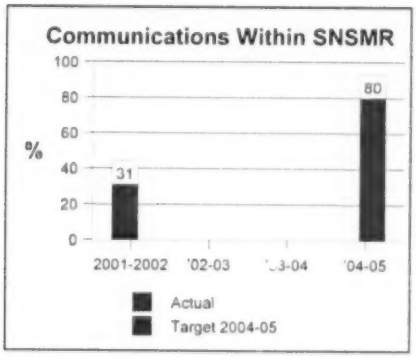
Where do we want to go/be in the future?

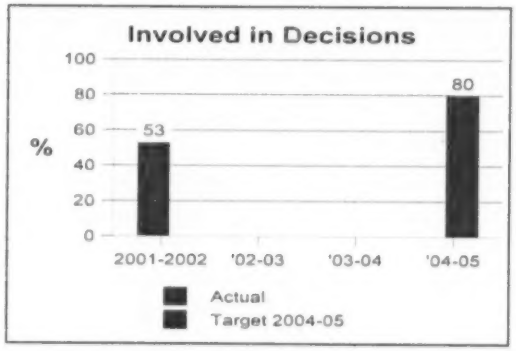
It is the Department's objective to achieve an 80% satisfaction level in the general indicators of job satisfaction and in terms of the specific contributors to a high quality job environment. The one exception relates to employees understanding what is expected of them. For this measure, the Department expects that virtually all employees (98%) should understand their job expectations by the target year. Specific steps to achieve this target are to develop a management work plan based on the results of the survey, develop a human resources strategy and performance management system, and to develop and implement a comprehensive communication plan between employers and employees.

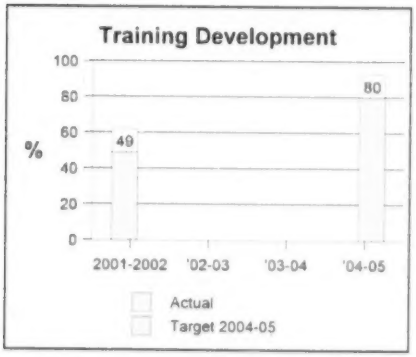
1. Presentation by Graham S. Lowe, Canadian Policy Research Networks. For complete list of indicators see www.jobquality.ca

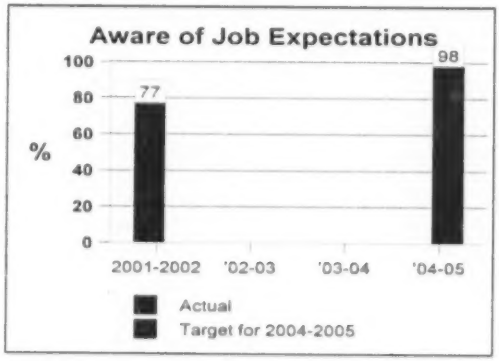

Overall Job Satisfaction
100
80
60
40
20
0
%
68
80
2001-02
'02-03
'03-04
'04-05
Actual
Target 2004-05


Enjoy Working at SNSMR
100
80
60
40
20
0
%
68
80
2001-02
'02-03
'03-04
'04-05
Actual
Target 2004-05


Communications Within SNSMR
100
80
60
40
20
0
%
31
80
2001-2002
'02-03
'03-04
'04-05
Actual
Target 2004-05


Involved in Decisions
100
80
60
40
20
0
%
53
80
2001-2002
'02-03
'03-04
'04-05
Actual
Target 2004-05


Training Development
100
80
60
40
20
0
%
49
80
2001-2002
'02-03
'03-04
'04-05
Actual
Target 2004-05


Aware of Job Expectations
100
80
60
40
20
0
%
77
98
2001-2002
'02-03
'03-04
'04-05
Actual
Target for 2004-2005

Appendix 2

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Comments**
Service				
SNSMR will excel in customer service	Customer satisfaction	% of customers who are "satisfied or "very satisfied" with service they receive.	75%	Measure has been continued for 2002-03. Target has been increased to 90%.
	Timely completion of services	% of calls answered in 20 seconds or less.	80%	Measure has been continued for 2002-03.
		% of customers waiting 10 minutes or less for service.	80%	Measure has been continued for 2002-03.
SNSMR will excel in customer service	Availability of consistent payment mechanisms at all SNSMR locations	% of SNSMR service locations offering debit and credit card payment options.	100%	Target has been achieved, thus measure has been discontinued.

Outcome Measures							
Service Nova Scotia and Municipal Relations							
Outcome	**Indicator**	**Measure**	**Target**				**Comments**
Service will be accessible to all Nova Scotians, regardless of where they live	Availability of electronic channels for obtaining Government services	% of business clients who can complete all necessary licensing requirements through Nova Scotia Business Registry.	**2001/2** 20 %	**2002/3** 40 %	**2003/4** 60 %	**2004/5** 80 %	Measure has been continued for 2002-03.
		% of SNSMR services available on line.	**2001/2** 20 %	**2002/3** 40 %	**2003/4** 60 %	**2004/5** 80 %	Measure has been continued for 2002-03. Wording has been modified to read "% of transactions performed on-line versus other channels". 2004-05 target has been reduced to 50% due to budget constraints.
	Availability of program services in SNS locations	% of SNSMR program services available in SNSMR location.	**2001/2** 70 %	**2002/3** 80 %	**2003/4** 90 %	**2004/5** 90 %	Measure has been continued for 2002-03. Wording has been modified to read "% of total services offered at each SNSMR location". 2004-05 target remains the same at 90%.
Programs							

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Comments**
Reduced tax and debt avoidance	Debt recovery	% of debt assigned to SNSMR for collections which is recovered.	30%	Measure has been replaced with one that gauges the same activity but allows for changes in the programs assigned for collection. In future, the Department will measure the actual collections against the amount forecast to be collected each year.
Improved Road Safety	Improved Driver Behavior	% of decrease in number of road users fatally or seriously injured in crashes involving alcohol.	**2008/10** 40%	Measure has been continued for 2002-03. However, wording has been modified to include deaths and injuries due to any cause, not just alcohol related. In addition, the target has been reduced to 30% to reflect national standards.
	Safer Vehicles	% (decrease) in vehicles audited not meeting safety standards.	10%	Measure has been discontinued. Priority for police is to audit vehicles that do not appear to meet standards rather than to conduct a random sample. Thus this measure would not be representative as proposed.
Increased certainty of land ownership	Reformed land tenure system for Nova Scotia	New land titles legislation	**2001/02** New legislation enacted - technical solution identified	Measure has been continued for 2002-03. However, wording has been modified to read "# of counties in which land tenure system implemented" to provide more clarity to the measure. Target is to have the new system implemented across Nova Scotia by 2004-05.

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Comments**
Municipalities				
Municipalities satisfied with the level and quality of advice	Greater municipal use of resource manuals	Per cent of municipal administrations using the manuals	90%	Measure has been discontinued and replaced with a measure that gauges municipal ratings against a set of indicators.
	Quality of advice	Per cent client satisfaction	90%	Measure has been discontinued and replaced with a measure that gauges municipal ratings against a set of indicators.
Sustainable land use	Support and advice for municipal planning	Turn around time for review of planning documents	less than 30 days	Measure has been discontinued and replaced with a measure that gauges turnaround time for legislative amendments.
		Complete Model Land Use By-Law Manual	publish in 2001	Target has been achieved, thus measure has been discontinued.
		Cost shared planning studies	2 per year (dependent upon budget and proposed projects.	Measure has been discontinued and replaced with a measure that counts the number of watershed plans in place.

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Comments**
Increased inter-governmental and inter-municipal relationship	Roles and Responsibilities Review	Completion of study topics	2001 complete	Target has been achieved, thus measure has been discontinued.
		Per cent decisions on the implementation of recommendations	50% of recommendations implemented in 2001	Measure has been discontinued. Review has been completed and will be assigned to a Provincial - Municipal Roundtable for further action.
	Partnership friendly environment	Number and range of partnership agreements	to be determined	Measure has been discontinued and replaced with more specific partnership initiatives, i.e. e-government and accessible public transportation.
Improved quality of municipal infrastructure	Delivery of Canada-Nova Scotia Infrastructure Program funding	number of municipal infrastructure projects approved and completed	100% commitment of Federal and Provincial Program budget for F/Y 2001/02 - Minimum 60% "Green" projects	Measure has been continued for 2002-03 although the wording has been revised to read "% of Can/NS Infrastructure Program funding committed ($120 M) investment in municipal infrastructure". Target is for 75% of total funding to be committed by 2004-05.
	Delivery of Provincial Capital Assistance Program	Number of Municipal infrastructure projects approved and completed	100% commitment of PCAP budget for F/Y 2001-02	Measure has been discontinued for 2002-03 as the Department is focusing on the Can/NS Infrastructure Program which is being measured in 2002-03.

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Comments**
Revenue for municipalities	accurate assessment base	level of assessment (assessment to sales ratio)	95 to 105%	Measure has been continued for 2002-03.
		% of assessment value lost through appeals	Less than 2% of total assessment roll.	Measure has been continued for 2002-03.
Alternate Program Delivery				

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Comments**
Improved efficiency and effectiveness in programs and service delivery through Alternative Program Delivery (APD) (internal and external)	Reduction in expenditures to support service and program delivery	- Quality and # of APD business cases undertaken - APD projects meet clients expectations, time lines	To be developed	Measures have been discontinued. A good quality business case may in fact not support a 'reduction in expenditure to support service and program delivery'
	Better use of partnerships to deliver government programs	- Review of current partnerships - Number of public and private partners for program delivery	To be developed	Measures have been discontinued. Better use of partnerships' is subjective and difficult to measure.
	Improve or maintain program service levels	-Client satisfaction: -end user satisfaction for services brought-in-house -staff satisfaction for programs/services taken out of government.	To be developed	SNSMR services are already being measured and reported by appropriate core business areas. In addition, once a service has been transferred out of government, it would be difficult to survey the employees. These specific measures have been discontinued and replaced with a more general measure of client satisfaction for 2002-03.

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Comments**
	Increased revenue for government	Revenue generated from business development initiatives.	To be developed	Measure has been discontinued. APD is focused on partnerships that result in improvements to services or reduction in costs; revenue generation opportunities are expected to be minimal, but will be seized when possible.